

STRATEGY OF IMPLEMENTING THE CANVAS BUSINESS MODEL USING SWOT ANALYSIS IN DEVELOPING THE TOUR & TRAVEL BUSINESS OF UMRAH AND HAJJ TOURISM AT PT. SA'YAN MASYKURO



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Abstract

The development of the Hajj and Umrah travel business creates selective competition. PT. Sa'yan Masykuro is one of the companies engaged in Hajj and Umrah Services or known as PPIH (Hajj Travel Organizer). This study aims to analyze the Sa'yan Masykuro model using the business model canvas approach and evaluate it based on SWOT analysis to produce recommendations for improving the elements of the business model block. This study uses a qualitative descriptive approach using *Business Model Canvas* (BMC) data analysis techniques and SWOT analysis which includes the use of IFAS and EFAS. The data collection method was interviews with several selected informants and document research. The informants of this study consisted of randomly selected owners, employees, and customers of Sa'yan Masykuro, totaling 11 people who had made repeated purchases. The findings show that the SWOT analysis diagram leads to a diversification strategy (product/market) that is an input for the improvement of the canvas model business. From its implementation, it is recommended to improve the nine elements of *the Business Model Canvas*, as well as strategies that allow the development *of the Umrah & Hajj Tour & Hajj Tourism Business of PT.* That is a very serious matter.

Keywords: Business Model Canvas (BMC), Business Competition, Business Development

INTRODUCTION

Currently, globalization is a phenomenon supported by various conveniences in interaction between countries. The impact of globalization can be seen from the increase in international trade flows, investment and capital mobility, and the movement of labor across countries. Many parties try to market their products abroad, both because of domestic overproduction and the desire to obtain foreign exchange. This market expansion effort then gave birth to various forms of international trade practices.

According to (Nurhani, 2024), product diversification is the company's effort to find and develop new markets and products to increase sales, profitability, and business flexibility. In the context of this study, the product diversification strategy is carried out by utilizing promotions as a means to attract consumer attention. Meanwhile, one effective approach to understanding the current business conditions is through *Business Model Canvas* (BMC).

Business Model Canvas (BMC) is an analytical framework that describes how an organization creates, delivers, and captures its value. However, this model has several limitations, such as not paying attention to the strategic goals of the organization, not touching on the competitive aspect, and not setting priorities in the preparation of business models. One of the important steps in developing an effective marketing strategy as well as assessing the strategies that the company has implemented is through a SWOT analysis. According to (Dewi et al., 2023) SWOT analysis is a systematic method to identify various internal and external factors that can be used in formulating the right strategy for the company.

The Hajj and Umrah travel industry in Indonesia faces a number of major challenges. One of them is the high level of competition, due to the large number of companies that offer travel packages with similar services. Not only that, the quality of service is also often questioned, such as late departure schedules, accommodation facilities that do not match promises, and discomfort during the trip. The safety aspect of pilgrims is also a serious concern that is still a challenge for Hajj and Umrah travel organizers. Various risks can arise, ranging from fraud, loss of funds, to transportation accidents. In addition, changes in government policies related to licensing and regulations on religious travel also have the potential to affect travel business operations in Indonesia. Therefore, travel companies must be quick to adapt and adjust their services according to changes in applicable rules.

Sa'yan Masykuro Travel with the product name Syam Travel is an official organizer of Umrah and Hajj who is experienced in its field. In an effort to achieve business goals, the company conducts a thorough evaluation of each of its components. This research uses the Business Model Canvas (BMC) approach and SWOT analysis as a promotional strategy to help Syams Travel assess the company's performance while finding a competitive advantage over competitors. Through BMC, Syams Travel can map the relationship between its business elements so that it is able to present value that is beneficial both for consumers and for the Hajj and Umrah travel company PT. That is a very serious matter.

REVIEW OF LITERATURE

Business

Business is an activity carried out by a person or a group of people to provide goods and services with the aim of obtaining profits. So that through business activities there will

be an exchange of goods and services of value with money that are mutually beneficial to each other (Dharma Nurhalim, 2023)

Micro, Small, and Medium Enterprises

Hidayat R. (2016) in (Farisi et al., 2022), explaining the meaning of MSMEs based on Law Number 20 of 2008 concerning Micro, Small, and Medium Enterprises (MSMEs), outlining the definitions of each, including:

- a. Micro business is a form of productive business activity that is carried out independently and is generally owned by individuals or individual business entities.
- b. Small Business is an independent, productive economic business activity, namely a business run by an individual or business entity that is not a subsidiary, branch, or part either directly or indirectly of a medium or large business, and meets the criteria for Small Business as stipulated in this Law.
- c. Medium businesses are a form of productive economic activities that are also independent and run by individuals and business entities. Just like small businesses, medium businesses are not subsidiaries or branches of large businesses, but stand alone with a larger business capacity than micro and small businesses.

Creating a Business Plan

Stoner et al. (in Solihin, 2007) quoted by (Malik, 2020) states that planning is the process of determining the final results that the company wants to achieve from the beginning, as well as determining the steps to achieve them, including the means and resources needed for these goals to be realized. Furthermore, according to Solihin (2007) (Malik, 2020), planning includes the determination of vision, mission, business goals, strategies to be used, policies, programs, procedures, and budgets that are prepared to support the achievement of the company's goals

Business Development

According to the opinion of Hassanien et al. (2010) cited in (Arivetullatif & Ardina, 2022), business development can be understood as a process carried out by a company with the main goal of improving its business performance and sustainability. According to Sholihin (2006) in (Malik, 2020), business development. Generally, it is carried out by an entrepreneur through several specific stages. The stages of business development are having a business idea, filtering business ideas or concepts, business development and implementation of business plans and business control

Business Model

Osterwalder & Pigneur, (2019) states that the business model is the foundation of thinking about how the company creates, delivers, and captures value. Meanwhile, according to Pramudiana et al. (2016) in (Mamangkey et al., 2023) The business model serves to explain who are the parties involved in business activities and what roles they run. Thus, it can be known the costs required and the sources of income generated, so that the company's profit potential can be clearly depicted.

Business Model Canvas

Business Model Canvas is the same language for depicting, visualizing, assessing, and changing business models. (Osterwalder & Pigneur, 2019) Stefan and Richard (2014) in (Saputra & Afifah, 2021) said that the concept of the canvas business model, proposed by (Osterwalder & Pigneur, 2019) is the most complex and discusses value and economics as

well as business processes. Therefore, Osterwalder and Pigneur (2019) stated that the canvas business model consists of 9 (nine) main elements, namely *Customer Segments*, *Value Propositions*, *Channels*, *Customer Relationships*, *Revenue Streams*, *Key Resources*, *Key Activities*, *Key Partnerships*, and *Cost Structure*.

SWOT Analysis

According to (Fitri Anggreani, 2021) SWOT analysis is a managerial tool used to find and analyze strategic elements that can affect the company's performance, both from the internal and external environment. SWOT is an acronym for the words *Strengths* (strength), *Weaknesses* (weakness), *Opportunities* (opportunities), and *Threats* (threat) (Rapi'ah et al., 2024).

Competitiveness

Some of the concepts of competitiveness are referred to from Michel Porter (1998) in A Prayoga (2019) with the following explanation:

1. Competitiveness encompasses more than just efficiency or productivity at the micro level; economic actors include companies, households, governments, and others.
2. Increasing economic competitiveness results in an increase in the welfare of the population in the economy.

The concept of competition is essential for competitiveness, and the openness of competition and competitors is essential.

RESEARCH METHOD

This study uses a qualitative descriptive method. The data sources obtained from owners and employees involved in business management, and customers who have used Sa'yan Masykuro tour and travel services range from 50-130 people. In this study, the researcher used an in-depth interview technique to dig up information from parties who were considered to understand the research problem. The selected informants include: (1) Sa'yan Masykuro Owners, (2) Employees, and (3) Consumers. This study utilizes primary and secondary data. The data collection techniques used in this study include *Participant Observation*, *In-depth Interview* and *Documentation Study*. The data analysis technique uses *Business Model Canvas* (BMC) Analysis and SWOT approach which is presented in the form of a narrative descriptive.

RESULTS AND DISCUSSION

Business Model Canvas (BMC) Approach

Table 1.
Identifying the Nine Elements of Sa'yan Masykuro Canvas Business Model

<i>Key Partnerships</i>	<i>Key Activities</i>	<i>Value Proposition</i>	<i>Customer Relationships</i>	<i>Customer Segments</i>
- Airlines (Garuda, Saudia).	- Preparation of worship travel packages. - Digital promotion &	- Trusted Umrah and Hajj packages	- Personal service through customer	

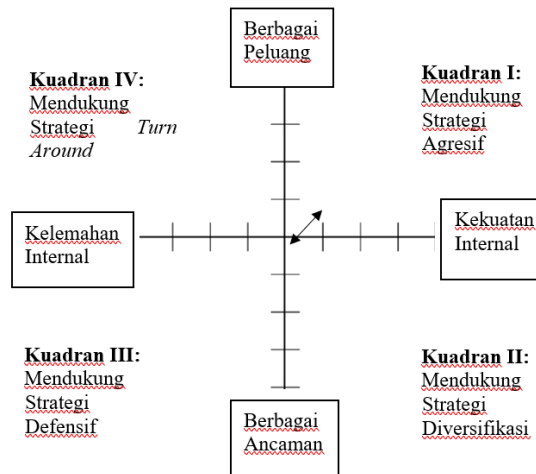
<ul style="list-style-type: none"> - Hotels in Saudi Arabia. - Visa and insurance providers. - Saudi Arabia's local transportation. - The Council of Taklim and the Islamic Community. - Local Agents & Resellers. - Sharia banks (financing). - Ministry of Religion of the Republic of Indonesia (permits & regulations). 	<ul style="list-style-type: none"> marketing. - Guidance for worship practitioners. - Handling of visa & legality documents. - Departure operations and pilgrim assistance. - <i>Customer service & after-sales service.</i> 	<ul style="list-style-type: none"> with official permission from the Ministry of Religion of the Republic of Indonesia. - Worship guidance by experienced ustaz. - Complete and convenient travel facilities. - Competitive pricing with flexible payment system. 	<ul style="list-style-type: none"> service. - The official WA group of pilgrims per departure. - Alumni Loyalty Program. - Pre & Post Travel Worship Consultation. - Quick response via WA & social media. - Regular communication from departure to return. 	<ul style="list-style-type: none"> - Regular Umrah pilgrims. - Special Hajj pilgrims. - The Tamil Nadu Community. - Large family or group customers. - Alumni of the previous Umrah/Hajj pilgrims. - Urban & regional Muslim communities.
	<p style="text-align: center;">Key Resources</p> <ul style="list-style-type: none"> - A team of guides and companions for pilgrims. - Operational & marketing staff. - Physical office & manasik facilities. - Official license of the Ministry of Religion of the Republic of Indonesia. - CRM system & online registration website. - Trusted brand image. - Saudi Arabia's hotel, airline, transportation 	<ul style="list-style-type: none"> - Direct assistance by a professional team. - 24-hour customer service during the trip. - Access information and register online. 	<p style="text-align: center;">Channels</p> <ul style="list-style-type: none"> - Head office & branches. - Official website. - Social media (Instagram, Facebook, TikTok, YouTube). - WhatsApp Business. - The Taklim Council and the Da'wah Community. - Reseller Agent. 	

partners.	
Cost Structure	Revenue Streams
<ul style="list-style-type: none"> - The cost of the plane ticket. - Hotel & catering fees. - Saudi Arabia's local transportation. - Visas, insurance, pilgrim vaccines. - Honor supervisor & field team. - Office Rental & Administrative Operations. - Fixed employee salary. - Promotion fees & agent commissions. - Digital development (<i>website</i>, CRM). - Taxes and legality of business. 	<ul style="list-style-type: none"> - Sale of Umrah packages (regular, VIP, plus tours). - Sale of special hajj packages. - Community/group Umrah program. - Shari'a Umrah Installment Program. - Commission from additional services (pilgrim luggage, insurance).

SWOT Analysis

From the results of the interviews conducted with the informants, it can then be known and an assessment of the *strengths, weaknesses, opportunities, and threats* of PT. Sa'yan Masykuro related to business strategy.

Figure 1.
SWOT Chart Analysis Results



Based on the results of the SWOT analysis diagram that has been compiled, it can be seen that the business condition of Sa'yan Masykuro (Syam Travel) is in Quadrant I. This position indicates a very positive situation, where the company is in a strong internal condition while facing great external opportunities. Quadrant I is known as the ideal condition for an organization because it indicates a combination of significant strengths and promising opportunities.

Table 2.
Matrix SWOT/TOWS

<p>IFAS</p> <p>EFAS</p>	<p>Strength S</p> <ol style="list-style-type: none"> 1) Trusted reputation in the implementation of Hajj and Umrah. 2) The management team is experienced in the field of religious travel. 3) Have official legality and complete operational permits. 4) Friendly and responsive customer service. 5) The manasik system is structured and easy to understand. 6) Extensive network of partnerships with hotels and airlines. 7) High customer satisfaction rate based on testimonials. 8) The religious travel program is tailored to the needs of the congregation. 	<p>Weakness W</p> <ol style="list-style-type: none"> 1) Digital promotion has not been maximized. 2) Limitations in the use of modern reservation technology. 3) Not all services have been digitized. 4) Depends on the season (<i>high season</i>) for primary income 5) Lack of specialized human resources in the field of IT & digital marketing. 6) It is not optimal in reaching the young generation of millennials. 7) Websites and applications are not user-friendly yet. 8) The branding strategy has not been consistent. 9) The variety of travel packages is still limited.
<p>Opportunities (Peluang) O</p> <ol style="list-style-type: none"> 1) Government support for MSMEs and Hajj/Umrah travel agencies. 	<p>SO Strategy</p> <p>(There is power to seize and take advantage of opportunities)</p> <ol style="list-style-type: none"> 1) Expanding digital marketing to reach 	<p>WO Strategy</p> <p>(There are opportunities from outside and minimize weaknesses within the company)</p> <ol style="list-style-type: none"> 1) Apply for assistance from the

<ul style="list-style-type: none"> 2) Increasing public interest in religious tourism. 3) Advances in digital technology can support online services. 4) Potential foreign markets for Umrah plus services. 5) The trend of halal travel is growing 6) Social media as an effective means of promotion. 7) Potential cooperation with local Islamic communities. 8) Public awareness of the importance of official travel. 9) Opportunity to develop Umrah packages plus educational tours. 	<ul style="list-style-type: none"> pilgrims from various regions. 2) Establish partnerships with Islamic communities and Islamic boarding schools. 3) Offering exclusive Umrah packages based on spiritual experiences. 4) Utilizing a good reputation for the international market. 5) Providing online manasik consultation. 6) Develop an Android/iOS-based service booking application. 7) Partnering with airlines and hotels for cost efficiency 8) Creating da'wah content and promotion via social media 9) Offering Umrah packages plus halal tourism 	<ul style="list-style-type: none"> government religious tourism program. 2) Establishing partnerships with Islamic communities and Islamic boarding schools 3) Offering exclusive Umrah packages based on spiritual experiences 4) Utilizing a good reputation for the international market. 5) Providing online <i>manasik consultation</i> 6) Develop an Android/iOS-based service booking application. 7) Partnering with airlines and hotels for cost efficiency 8) Creating da'wah and promotional content via social media. 9) Collaboration with <i>Muslim travel</i> influencers.
<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> 1) Fierce competition between Umrah and Hajj travel agencies. 2) The emergence of illegal travel that undermines public trust. 	<p style="text-align: center;">ST Strategy</p> <p>(Using the power that the company has to overcome the threat)</p> <ul style="list-style-type: none"> 1) Service SOPs to maintain excellence. 2) After-sales <i>services</i> such as document management. 	<p style="text-align: center;">WT Strategy</p> <p>(Trying to minimize existing weaknesses and avoid threats)</p> <ul style="list-style-type: none"> 1) Regular training for staff for service competencies

<ul style="list-style-type: none"> 3) Fluctuations in airfare and accommodation prices. 4) Regulatory changes from the Saudi Arabian government. 5) Dependence on the bureaucracy of permits and quotas. 6) The risk of fraud that lowers the interest of prospective pilgrims. 7) The threat of global crises (e.g. pandemics, geopolitical conflicts). 8) Economic uncertainty of the community that affects purchasing power 	<ul style="list-style-type: none"> 3) <i>24-hour hotline</i> for pilgrim safety. 4) Added value: professional spiritual guide. 5) Trusted partner (airline/hotel). 6) Cost transparency to compete healthy. 7) Flexible itineraries follow trends 8) Real-time <i>departure</i> tracking technology 9) Flexible pricing strategy to handle fluctuations. 	<ul style="list-style-type: none"> 2) Digitize administrative processes for efficiency. 3) Review of partnerships for cost efficiency 4) Customer segmentation for targeted promotions. 5) Security of the congregation information system. 6) Automatic reservations for savings. 7) Periodic financial & operational audits. 8) Smart scheduling to minimize errors 9) Emergency funds for business stability.
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The results of the IFAS and EFAS calculations above show that the alternative strategy to be implemented is SO (*Strength - Opportunity*), utilizing the company's strength to seize existing opportunities. This will be reflected in *Sa'yan Masykuro'* s Business Model Canvas. Based on the results of the mapping of *the existing Business Model Canvas* and with input or direction of strategy recommendations as a result of the SWOT analysis through SWOT diagrams as well as IFAS and EFAS, then the formulation of *the Business Model Canvas* is carried out to improve the 9 (nine) elements and a new *Business Model Canvas* formulation is produced. Recommendations for improvement to each element of the *Business Model Canvas* of PT. Sa'yan Masykuro based on the results of the SWOT diagram of the IFAS and EFAS diagrams which include short-term and long-term improvement plans for the development of business models, which are as follows:

Table 3.
Formulation of Business Model Canvas Sa'yan Masykuro

Key Partnerships	Key Activities	Value Proposition	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> - Airlines (Garuda, Saudia). - Hotels in Saudi Arabia. - Visa and insurance providers. - Saudi Arabia's local transportation. - The Council of Taklim and the Islamic Community. - Local Agents & Resellers. - Sharia banks (financing). - Ministry of Religion of the Republic of Indonesia (permits & regulations). - Muslim influencers & religious content creators - Islamic banks for financing Umrah/Hajj installments - Training and educational institutions 	<ul style="list-style-type: none"> - Preparation of worship travel packages. - Digital promotion & marketing. - Guidance for worship practitioners. - Handling of visa & legality documents. - Departure operations and pilgrim assistance. - <i>Customer service & after-sales service.</i> - Strategic partnerships with communities and religious leaders - Research & development of technology-based services 	<ul style="list-style-type: none"> - Trusted Umrah and Hajj packages with official permission from the Ministry of Religion of the Republic of Indonesia. - Worship guidance by experienced ustaz. - Complete and convenient travel facilities. - Competitive pricing with flexible payment system. - Direct assistance by a professional team. - 24-hour customer service during the trip. - Access information and register online. 	<ul style="list-style-type: none"> - Personal service through customer service. - The official WA group of pilgrims per departure. - Alumni Loyalty Program. - Worship consultation before and after the worship trip. - Quick response via WA & social media. - Regular communication from departure to return. - 24-hour chatbot service for worship consultation - 	<ul style="list-style-type: none"> - Regular Umrah pilgrims. - Special Hajj pilgrims. - The Tamil Nadu Community. - Large family or group customers. - Alumni of the previous Umrah/Hajj pilgrims. - Urban & regional Muslim communities. - Millennial pilgrims (young people who like religious travel) - Young Family (Umrah Family Package) - International market (Indonesian speaking
	<p>Key Resources</p> <ul style="list-style-type: none"> - A team of guides and companions for pilgrims. - Operational & marketing staff. 		<p>Channels</p> <ul style="list-style-type: none"> - Head office & branches. - Official website. - Social media (Instagram, Facebook, 	

	<ul style="list-style-type: none"> - Physical office & manasik facilities. - Official license of the Ministry of Religion of the Republic of Indonesia. - CRM system & online registration website. - Trusted brand image. - Saudi Arabia's hotel, airline, transportation partners. - Tim digital marketing & IT internal - Brand ambassadors from among religious leaders or Muslim influencers - Integrated reservation system licensing 	<ul style="list-style-type: none"> - Umrah Package Plus Educational Halal Tour (Turkey, Egypt, etc.) - Virtual Manasik Services & Personal Guidance - Loyalty & Membership Program (discounts, additional perks) - 100% Cost Transparency with No Hidden Extras 	<ul style="list-style-type: none"> TikTok, YouTube). - WhatsApp Business. - The Taklim Council and the Da'wah Community. - Reseller Agent. - Interactive website with online reservation feature - Mobile app (Android/iOS 	<p>overseas pilgrims)</p>
<p style="text-align: center;"><i>Cost Structure</i></p> <ul style="list-style-type: none"> - The cost of the plane ticket. - Hotel & catering fees. - Saudi Arabia's local transportation. - Visas, insurance, pilgrim vaccines. - Honor supervisor & field team. - Office Rental & Administrative Operations. - Fixed employee salary. - Promotion fees & agent commissions. 		<p style="text-align: center;"><i>Revenue Streams</i></p> <ul style="list-style-type: none"> - Sale of Umrah packages (regular, VIP, plus tours). - Sale of special hajj packages. - Community/group Umrah program. - Shari'a Umrah Installment Program. - Commission from additional services (pilgrim luggage, insurance). - Additional packages: city tour, 		

<ul style="list-style-type: none">- Digital development (<i>website</i>, CRM).- Taxes and legality of business.- Digitalization for HR and process efficiency- Initial investment in automated reservation system- Marketing automation through digital tools- Reduced offline promotion costs, focus on <i>online ads</i>	<ul style="list-style-type: none">pilgrimage, travel kit- Sale of merchandise or worship supplies- Affiliate partnerships with hotels, airlines, and religious apps
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CONCLUSION

Based on the results of the SWOT analysis diagram, it shows that Sa'yan Masykuro's strategy formulation or business condition is in quadrant 1 in a situation that describes active and expansive efforts to develop the business, by utilizing internal strengths and capturing available external opportunities. The recommended strategy is to support an aggressive strategy. With the results of a SWOT analysis diagram whose strategy direction leads to aggressiveness, strategies that can be applied include product and service diversification, market segment expansion, digital transformation and strategic partnerships. The results of the formulation of the SWOT matrix strategy of Sa'yan Masykuro tend to be the SO strategy because it has the highest value of 4.16. The results of the analysis of Sa'yan Masykuro's business conditions show that although the company has not formally compiled the Business Model Canvas, all of its components are already covered in their operational practices. To increase competitiveness, this study, which combines the Business Model Canvas approach with SWOT analysis, recommends improvements to each of the main elements that make up the business model.

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